

Caltrans Statewide Small Business Council – Meeting Record
Lanatt Street Training Center, 3390 Lanatt St., Sacramento, CA 95819
November 20, 2015, 8:30 a.m. to 12:00 p.m.

Action/Task	Who is responsible/ presented	By when	Status
A. Meeting called to order at 8:34 a.m.	Angela Shell, Assistant Director, OBEO and Council Chair		
B. Action Items to Date - Chair Shell			
Action Item from previous meetings:			
ACTION ITEM #3: Chair Shell to take the language on insurance requirements presented by Ms. Llewellyn to Caltrans Legal and OE for review and feedback.	Chair Shell	1-22-16	ASSIGNED – work on this matter will continue with the Construction and DBE Participation Committees; update on progress at the January SBC meeting.
Action Items from the September 2014 meeting			
1. Distribute SB/DVBE study by DGS	Tanya Little	1-22-16	ASSIGNED – per Ms. Little, the report is not yet ready for distribution.
2. SB set aside program – can it be done?	Ramon Carlos	1-22-16	ASSIGNED – L.A. Metro presented at the July SBC meeting; BART presented at the September SBC meeting. As part of the ongoing discussion on how to do such a program at Caltrans, OBEO has been in discussions with entities, such as DGS. Update during the January meeting.
Action Items from the March 2015 meeting			
Action Item #6: develop a joint effort between Districts 1, 2, and 3 to work on DBE participation.	DSBLs in Districts 1, 2, and 3 with Council Members in those areas	1-22-16	ASSIGNED – work continues on this matter; update during the January meeting.
Action Item #11: develop a presentation on DBE goal setting (focused separately on construction and A&E) to be delivered during meetings of the Construction and Professional Services Committees.	Ramon Carlos	1-22-16	ASSIGNED – currently working on a presentation relevant to A&E; update during the January meeting.
Action Item #12: provide updates on DVBE contract percentage requirements.	Bill Ulmer and Ramon Carlos	1-22-16	ASSIGNED – work continues on this item; currently considering capacity of DVBE firms and types of work available; update during the January meeting.

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Action Items from the May 2015 meeting			
Action Item #3: post the District Directors' reports presented at SBC meetings online; post reports on individual district websites or provide the link to the reports on district websites.	Ramon Carlos & Carole Ching	1-22-16	ASSIGNED – some districts do not have a dedicated SB web page, which OBEO is working on changing; update during the January meeting.
Action Item #6: how can a non-DBE sub's procurement from a DBE supplier be counted towards a project's goal?	Ramon Carlos	1-22-16	ASSIGNED – update during the January meeting.
Action Item #8: contractor award process as guided by the Construction Committee.	Committee Co-Chairs Rebecca Llewellyn and Debbie Hunsaker with Ramon Carlos	1-22-16	ASSIGNED – update during the January meeting.
Action Items from the July 2015 meeting			
Action Item #1: request for training – how to get contracts with Caltrans; in-depth training specific to the process of submitting proposals – would be especially helpful for African American businesses.	Ramon Carlos	1-22-16	ASSIGNED – work continues on this item; OBEO estimates training geared towards subs will be available in mid-2016.
Action Item #2: explore options to develop a District 7 only Small Business Council in the future.	Chair Shell	1-22-16	ASSIGNED – will assess further after the regional SBC has met a few more times.
Action Item #3: request for a meeting involving Department of General Services (DGS), Caltrans Directors, and SBC members to discuss microbusiness (MB), small business (SB), and disabled veteran business enterprise (DVBE).	Chair Shell	1-22-16	ASSIGNED – due to Pastor McGlover's absence, no report on progress at this time; update during the January meeting.
Action Item #4: regarding the Disparity Study – is there a way to protect those who provide comment from possible negative repercussion?	Ramon Carlos	1-22-16	ASSIGNED – BBC provided individual appointments on Thursday, 11/19/15, and was available to answer questions on Friday, 11/20/15 as part of its presentation during the November SBC meeting. Update on progress during the January meeting.
Action Item #5: examine what needs to be done to unbundle District 43 contracts.	Chair Shell	1-22-16	ASSIGNED – Chair Shell has met with District 43; discussed results of the meeting with the Professional Services Committee; work continues on this item.
Action Item #7: provide a log of completed Action Items as a way to track the council's accomplishments.	Carole Ching	11-20-15	COMPLETED – log of completed Action Items placed in meeting packets; after members provide feedback, the log will be posted on OBEO's SB web page. Chair Shell emphasized it is the responsibility of each committee to maintain their own log of action items.

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Action Items from the September 2015 meeting			
Action Item #1: provide a step-by-step procedure on how to search the DBE database.	Janice Salais	1-22-16	ASSIGNED – Ms. Salais reported this is already available on the OBEO web page; will be reviewing the posted information for any improvements; update during the January meeting.
Action Item #2: provide a list of upcoming Caltrans procurement fairs.	OBEO	11-20-15	COMPLETED – provided during the council meeting.
Action Item #4: explore ways to let primes know a SB or DVBE firm is a legitimate business, i.e., “gold seal of approval”.	Janice Salais and Commodities Committee	1-22-16	ASSIGNED – although Caltrans already accomplishes this through its certification program, there is no similar requirement for the state; work continues on this item.
Action Item #5: look into using a projector instead to show OBEO’s data reports currently provided in hard copy.	Ramon Carlos	11-20-15	COMPLETED – reports printed on larger sheets of paper; Chair Shell noted these reports are also posted on the OBEO web page.
Action Item #6: provide copies of the new DPAC brochure to council members.	Louise Lozoya, DPAC	11-20-15	COMPLETED – brochures distributed at the November SBC meeting.
Action Items from the November 2015 meeting			
Action Item #1: provide the I-405 close out report.	Chair Shell	1-22-15	ASSIGNED – update during the January meeting.
Action Item #2: what is the DBE status for the Gerald Desmond Bridge?	Ramon Carlos	1-22-15	ASSIGNED – update during the January meeting.
Action Item #3: consolidate an annual calendar for procurement fairs.	Ramon Carlos	1-22-15	ASSIGNED – update during the January meeting.
<p>A. Agenda review and remarks – Chair Shell</p> <ol style="list-style-type: none"> Meeting packet review – these reports and district SB updates are available online through the OBEO website. First meeting of the council for 2016 will be officially held on January 22, 2016 – the council agreed to move it to this date so Director Dougherty could attend. <p>B. Action Item review – refer to Action Item list, pages 1 to 3 in the meeting record.</p> <p>Comments:</p> <ol style="list-style-type: none"> Regarding the reports submitted to FHWA – by the end of the previous federal fiscal year (FFY), Caltrans had reached 12.44%, which is just short of the 12.5% goal. Currently working with local partners; tracking well so far; will continue to report back to the council. Chair Shell encouraged the members to go online to explore posted reports – hovering the cursor over the numerical fields will reveal contract number and prime. OBEO is working on providing a link to a statewide procurement fair schedule. Currently, for the first month of the federal fiscal year, Caltrans is at 40% DBE participation in contracts and procurement, 3.4% DVBE participation. These numbers will understandably change as the year progresses. Re: projections for procurement fair percentages – Director Malcolm Dougherty noted there is an expectation commodities should be purchased from SB, which should maximize the agency’s percentage for SB participation. 			

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C. Highlights from the Director's Office – Malcolm Dougherty			
<ol style="list-style-type: none"> 1. Accomplishments – it is significant to have moved from 4% participation four years ago to 12.44% this past federal fiscal year; will be analyzing and evaluating the increase. 2. GFE – in October, Caltrans awarded 27 projects by Good Faith Effort; in the meantime, Caltrans continues to set goals aggressively and continues to be diligent in its GFE evaluations. 3. Mr. Dougherty commended OBEO's ability to provide detailed reports. 4. Brief list of accomplishments for 2015: <ol style="list-style-type: none"> a. Deconstruction of the old Bay Bridge involves removal of 24 marine foundations - implosion method chosen has saved time (the implosion was over in six seconds), money (Caltrans saved over \$100 million), and had less environmental impact. This was contrasted to the old method which would have taken 24 months to complete (constructing coffer dams and employing jack hammers). The effort was the result of an extensive partnership between Caltrans and multiple entities. b. Storm washed out bridge on I-10 was replaced in six weeks. c. Mud slides on I-5, Kern County – Caltrans was able to restore the roadway in less than a week; maintenance crews working with private contractors did an incredible job. This is considered a precursor to what can be expected from the El Nino effect, and has resulted in high level meetings to prepare for the winter. Increased rainfall statewide is expected, which will have a harder impact on unstable areas lacking ground cover from recent major fires. d. Completion of Presidio Parkway project – this was a milestone; construction continues to progress, involving local roadwork and landscaping. 5. In reviewing last year's projects – typically, the agency handles 600 to 650 projects, however, there has been an increase in the number of projects which are smaller in scale. 6. Federal funding – extended to December 4, which is a good sign; Mr. Dougherty is confident the bill language will be crafted by December 4, followed by a short extension, then a three to four year bill. In the meantime, the California delegation is keeping well informed of the bill's progress and making sure the state is represented in the conversation. 7. Special session at the state level called by the Governor – work continues, however, the potential to get something approved will be challenging. The Legislature has put forth various versions to raise \$5 to \$6 billion; Caltrans will continue to be a presence in the ongoing discussion. Any bill will be a win for all of us, but a loss if there is no bill at all. 			
D. District 1 Report – Charlie Fielder, District Director			
Refer to Mr. Fielder's report posted on the OBEO web page.			
Additional comments:			
<ol style="list-style-type: none"> 1. Mr. Fielder stated he is personally committed to be a good host to SB, suppliers are very important, as well. 2. Emergency orders – instructed to make sure to include SB when soliciting a contractor; most recent example would be the handling of the Lake County fire. 3. Council Member Lee Cunningham expressed appreciation for Mr. Fielder's taking the time to attend the SBC meeting, confirmed Mr. Fielder is pro-SB. 			
E. District 10 Report – Dennis Agar, District Director			
Refer to Mr. Agar's report posted on the OBEO web page.			
<ol style="list-style-type: none"> 1. Introduced Ms. Zorayda Lao, the new District Small Business Liaison (DSBL). 2. Council Member Brenna Butler Garcia remarked her organization is looking forward to hosting the next Cal Mentor mixer with District 10, with which they have a good working relationship. 			

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3. Mr. Agar noted the district's focus on small, diverse veteran businesses. Other discussion:			
<ul style="list-style-type: none"> Council Member Matthew Ajiake noted the reports were very clear and easy to follow, therefore making it easier for constituents to engage. Re: procuring supplies – Director Dougherty stated the districts procure supplies on their own. Maintenance maintains its own warehouse, which distributes supplies throughout the districts to augment whatever the districts purchase on their own. 			
F. District 11 Report – Amer Bata, Deputy District Director, Construction, for Laurie Berman Refer to the District 11 report posted on the OBEO web page.			
<ol style="list-style-type: none"> The district has developed an outreach program to introduce the many projects to be initiated; a significant amount of funds will be spent this fiscal year. Reports indicate the district has been exceeding its goals. Design/Build – 86% complete; \$65 million expended to date; 8% DBE goal, currently at 7.1% utilization; as based on these figures, the district will be meeting goal. 			
G. District 4 Report – Bijan Sartipi, District Director Refer to the District 4 report posted on the OBEO web page.			
<ol style="list-style-type: none"> The district is currently winding down construction projects; there has been a decrease in the number of projects and funding. District website – good resource for the district reports, includes the district's annual SB activity. District procurement fairs – since 2004, the district has spent over \$10 million. Results of the fair held on November 4 will be posted online when numbers are complete. 			
H. District 7 Report – Carrie Bowen, District Director Refer to the District 7 report posted on the OBEO web page.			
<ol style="list-style-type: none"> Procurement fair scheduled for April – more information soon. Re: District 7 only SBC – this was discussed at length during the regional meeting; regional council members found their council to be effective, did not see justification to have both a regional SBC and a District 7 only council. 			
I. District 3 Report – Susan Elkins, Deputy District Director, Administration, for Amarjeet Benipal Refer to the District 3 report posted on the OBEO web page.			
J. District 12 Report – Brian Walsh, District Small Business Liaison, for Ryan Chamberlain Refer to the District 12 report posted on the OBEO web page.			
<ol style="list-style-type: none"> District Director Chamberlain is committed to SB, percentage numbers have been good. As the new small business liaison for the district, Mr. Walsh expressed his own commitment to the SB community. He will be working on accessibility and partnership opportunities with SBs, and stated the council can expect more involved participation from District 12. 			
K. FHWA Update – Mike Duman			
<ol style="list-style-type: none"> Fiscal year 2015 finished on a high note. Currently watching development of three different legislative actions, especially reauthorization of spending; extension expected on December 4; this means the federal government is probably close to possibly putting together a multi-year package, which will provide guaranteed funding for state and local governments, and needed confidence to move forward. Working on appropriations. Highway Trust Fund – challenge to fix and move forward. 			

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L. DGS Update – Tanya Little, who could not be at the meeting, provided a written report placed in the meeting packets.			
M. Ad Hoc Committee report – African American DBE Participation – Eddy Lau, Chair			
<ol style="list-style-type: none"> 1. The committee will be meeting after the full council at 1:30 p.m. 2. Meeting with Mr. Dougherty: <ol style="list-style-type: none"> a. Mr. Dougherty looks to the council to provide recommendations to improve the agency’s numbers, and thus, looks forward to hearing what the committee has to say. b. He also realizes that not all groups in the DBE community have been part of the 12.44% utilization figure. 3. Mr. Ajiake stated he appreciated Mr. Dougherty’s sincerity and willingness to listen; he looks forward to hearing how Caltrans will carry out the committee’s recommendations, and working together to improve utilization of African American DBEs. 4. Mr. Dougherty suggested further analysis of information is needed to get to the reason why African American contractors, while represented in the DBE database, have not been utilized more; with more detail, he believes Caltrans can move forward with follow-up on action items. 5. Micro-businesses – Ms. Cunningham supported the need to focus on micro-businesses as an option, to which Mr. Dougherty agreed, since many of the DBEs do not have the capacity to handle jobs that are more than \$3 million. 6. Shirley Choate, Chief Deputy Director, District 7, said the district has reconfigured contracts so that they become \$1 million, \$2 million, and \$3 million contracts to encourage more participation. In addition, they have conducted outreach for their A&E contracts by going directly into the community to attract contractors. <p>Further discussion: Emergency contracts – per Mr. Dougherty, these are usually state funded projects</p> <ul style="list-style-type: none"> • In October, Caltrans handled 25 contracts, 19 of which were SBs. • Year to date, there were 77 contracts, of which 51 went to SBs. • Chair Shell mentioned there is data available on emergency contracts, which identify whether the firm is SB, DBE, and so forth. 			
N. Meeting record approval			
<ol style="list-style-type: none"> 1. Correction: page 8, R. Public Comment, 1, should read “... construction and commodities firms...” 2. Motion to approve the meeting record with correction, for September 18, 2015, Council Member Zeke Patten; motion seconded by Council Member Eddy Lau. 3. The ayes have it, motion carried; the meeting record of September 18, 2015 is approved with correction. 			
O. Committee Meeting Reports			
<ol style="list-style-type: none"> 1. Local Assistance Committee – Mr. Lau for Chair Rodrigo Garcia <ol style="list-style-type: none"> a. Action items regarding Design/Build will continue. b. Data on I-405 and Gerald Desmond bridge requested. c. Online reporting – currently working on this; more progress in the coming year per Ramon Carlos, OBEO. d. Compliance on eight projects – Robert Padilla, Local Assistance, will be working with the committee on this. e. List of other action items the committee will continue work on available from Chair Garcia. f. Committee will be looking at increasing Caltrans monitoring of contracts, an ongoing effort; includes projects that do not have goals. 			

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2. Professional Services Committee – Eddy Lau, Co-Chair a. Enhanced A&E process – Charles Gray, DPAC, provided information on this pilot project, which involves two District 43 projects. b. Reference check – challenging for DBE firms to do; the committee will continue to work on this matter. c. Tracking utilization – OBEO has been working on this; will be looking at methodology used by Districts 4 and 11. Council Member Eric Halm continued: d. Re: DBE supportive services contract 01. The committee was not consulted on the scope of work. 02. Anticipate there will be a need to assist in the processing and contract administration phases of the contract. 03. Suggest there should be three contracts for the state – OBEO now feels there should be a contract for each district. 04. Chair Shell intends to discuss this further with the council, and mentioned Caltrans is conducting an audit of the contract. Further, Chair Shell stated she is not willing to initiate another contract until all aspects are fully vetted. e. Teleconferencing option for committee members 01. The committee feels members are not able to fully engage via teleconference, and recommend it not be counted as participation. 02. Further, this should be brought up as an issue for the full council. 03. Chair Shell suggested this be a discussion point during the January meeting with the anticipation of a solution.			
3. Commodities Committee – Zeke Patten, Chair a. More members are needed for this committee. b. Central warehouse – the committee is looking into their procurement process with the intent of getting DBEs involved. c. Metro’s procurement brochure – suggest as a model for Caltrans to follow; includes essential information and is a good tool for all districts to use. d. Flow chart on how Caltrans makes purchases – very useful. Chair Shell stated the links on this flow chart are for internal agency use; she will get one for external use and distribute to the committee to share. e. Hopes to make commodities as important as construction. f. Procurement fair attendance is limited to local businesses per Chair Shell.			
4. Construction Committee – Candace Freidman for Co-Chairs Debbie Hunsaker and Rebecca Llewellyn a. John McMillan, Construction, attended the meeting – they will be working on percentages rather than dollars; this will become a committee action item. b. Insurance issues related to OCIP and COZEEP – Co-Chair Llewellyn is working on this. c. Certified payroll – instead of submitting with every payroll, just require for the first payroll. d. Prompt payment – working with Mr. Carlos on this matter. e. Procurement fair – request notice of the fairs be sent out farther in advance so firms can prepare to attend.			
P. Caltrans Disparity Study – Kevin Williams, BBC 1. Methodology used has held up to scrutiny – to date, BBC has conducted thirteen studies in California. 2. Disparity studies provide key objective evidence of discrimination against women-owned and minority firms. 3. Examined construction and procurement contracts from 2011 to 2014. 4. Utilize market place analyses to determine barriers, both statistics and anecdotal information. 5. Examine contracting and programming procedures.			

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6. Provide recommendations to Caltrans on how to improve.			
7. Assist with program compliance and implementation – goal setting and the measures being used.			
8. Tasks for the study – available through Mr. Williams.			
9. BBC looks at California and the nation			
a. Recent studies across the country and in the marketplace regarding effective policies, utilization, disparities.			
b. Interview trade associations, business owners.			
c. Examine utilization – proportion of contracting dollars that went to minority and women-owned firms, including state funded contracts.			
d. Disparity index – a disparity of 0.8 is considered significant.			
10. Methodology – court-approved strategy in which a comprehensive list of DBEs is reference; call each of those businesses, ask about qualifications, interest in contracting with Caltrans; this then determines availability.			
11. Lance Yokota, FHWA, noted there is no mention of DBE, because this is a disparity study of minority and women-owned businesses. Disparity is calculated on this basis to determine Race Conscious (RC) or Race Neutral (RN) status.			
12. BBC makes sure the availability database is as objective as possible.			
13. Market place analysis – due to Proposition 209, many studies that have been or are being done use measurements to determine disparity.			
14. Outreach to minority and women-owned firms doing business in California, working as primes and subs.			
15. Will provide a comprehensive perspective on what it is like to be in the transportation business.			
16. Protecting testimony			
a. All identifying information is removed; all testimony is coded; interviewee information is not shared with Caltrans unless permitted by the interviewee.			
b. Information might be subject to Freedom of Information Act (FOIA).			
c. If someone wanted to remain anonymous, he or she could use protective orders.			
d. Lawyers would risk debarment if someone's identity is revealed.			
e. Working with OBEO to develop even more robust protection.			
17. Currently starting the anecdotal information process.			
18. Priority is to get all the data needed as opposed to accelerating the completion schedule.			
Questions & Answers:			
<ul style="list-style-type: none"> Have there been any challenges in bid disparity? BBC looks at who the bidders were, analyze the rate of success as compared to majority owned firms. 			
Q. New Business - Chair Shell reviewed the November meeting action items [refer to list on page 3 of this meeting record.]			
R. Public Comment			
Ricky Johnson – introduced Andrea Armstrong, Executive Director of the trade association, CCEBA (California Community Economic Business Association); CCEBA provides services, such as organizational assessment, strategy, dispute resolutions, etc., and advocacy for certified SBs. Thanked District 4 for outreaching to many SBs to do the work on the Bay Bridge. Supported holding primes to a responsible bid. Ms. Armstrong added CCEBA helps by providing a collaborative network SBs and micro-businesses can refer to for assistance.			

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Next meeting: Date TBD, District 11 Office, San Diego	Carole Ching to notify SBC members with further details.		Email message sent to members.

DOCUMENTS included in the meeting packet and/or distributed at the meeting:

- Meeting agenda
- Draft of meeting record, September SBC meeting
- Award Tracker Report, October 2015, Office Engineer
- Report, OBEO, Disabled Veteran Business Enterprise (DVBE) Commitment at Award, District Summary of Construction Projects, State FY 2015-2016
- Report, OBEO, DVBE Commitment at Award, State-Funded Construction Projects, October 2015
- Report, OBEO, DBE Commitment at Award by District, Federal-Aid Major Construction Contracts, 10/1/15 – 10/31/15
- Report, OBEO, DBE Participation on Federally Funded Major Construction Contracts, 10/1/15 – 10/31/15
- Report, OBEO, FHWA – Federally Funded Contracts (Awarded), October 2015
- Log of SBC Accomplishments as of October 2015
- Award Tracker Report, Office Engineer, October 2015
- Brochure, DPAC, *Doing Business With Caltrans*
- Report, Tanya Little, DGS, Business Development Program Update, 11/20/15
- District 1, SB Update and Look Ahead Report
- District 3, SB Update and Look Ahead Report
- District 4, SB Update and Look Ahead Report
- District 6, SB Update
- District 7, SB Update and Look Ahead Report
- District 8, SB Update and Look Ahead Report
- District 9, SB Update
- District 10, SB Update and Look Ahead Report
- District 11, SB Update and Look Ahead Report
- District 12, SB Update
- Flyer, District 2, Mandatory Pre-Bid meeting, 12/1/15

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- Report, Procurement Fair & SB Exchange historical data, 2004 to present
- Flow chart, DPAC, Appendix 6: Procurement Planning Tour

PRESENT

Council Members:

- | | |
|---------------------------------------|---|
| 1. Ajiake, Matthew | 3. Agar, Dennis, District 10 |
| 2. Josie Calderon | 4. Bastien, Bea, District 11 (Teleconference) |
| 3. Chaudhary, Arvin (Teleconference) | 5. Bata, Amer, District 11 |
| 4. Chen, Lynn (Teleconference) | 6. Bowen, Carrie, District 7 |
| 5. Churchwell, Dr. Caesar (Alternate) | 7. Carlos, Ramon, OBEO |
| 6. Cunningham, Lee | 8. Carrera, Marta, OBEO |
| 7. Friedman, Candace | 9. Ching, Carole, OBEO |
| 8. Garcia, Brenna Butler | 10. Choate, Shirley, District 7 |
| 9. Garcia, Rod | 11. Crosby, George, District 4 |
| 10. Halm, Eric | 12. Elkins, Susan, District 3 |
| 11. Hou, Johnathan | 13. Embree, Rob, District 3 |
| 12. Jordan, Fred | 14. Fielder, Charlie, District 1 |
| 13. Kim, Jason (Teleconference) | 15. Gongora, Michelle, District 11 (Teleconference) |
| 14. Lau, Eddy | 16. Gouthier, Cheri, District 11 (Teleconference) |
| 15. Ortiz, Leonard | 17. King, Maria, District 7 |
| 16. Patten, Zeke | 18. Knudsen, David, District 8 (Teleconference) |
| 17. Rodriguez, Cathy | 19. Lao, Zorayda, District 10 (Teleconference) |
| 18. Rogers, Wanda (Alternate) | 20. Madden, Linda, OBEO (Teleconference) |
| 19. Stone, Aubry | 21. Maloney, Pat, Construction |
| 20. Yu, Ming Chen (Alternate) | 22. Miglino, Marylee, OBEO |
| | 23. Padilla, Robert, Local Assistance |
| | 24. Pearsall, Alicia, OBEO |
| | 25. Raptis, Maria, District 7 (Teleconference) |
| | 26. Salais, Janice, OBEO |
| | 27. Sartipi, Bijan, District 4 |

Caltrans Staff:

1. Shell, Angela, Assistant Director, OBEO & Council Chair
2. Dougherty, Malcolm, Director

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28. Sequeira-Smith, Alicia, OBEO (Teleconference)
29. Skewis, Rose, OBEO
30. Solis, Mario, OBEO (Teleconference)
31. Tran, Loi, OBEO (Teleconference)
32. Vann, Lynnette, District 12 (Teleconference)
33. Walsh, Brian, District 12
34. Zhang, Ray, Local Assistance

Guests:

1. Armstrong, Andrea, CCEBA (California Community Economic Business Association)
2. Cooper, John, AGC
3. Duman, Mike, FHWA
4. Johnson, Ricky, CCEBA
5. Rodriguez, Alice, HSR
6. Williams, Kevin, BBC